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Organizational Hiring Practices and Employee Performance of Pharmaceutical Companies in Anambra State, Nigeria

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ABSTRACT
This study investigated organizational hiring practices and employee performance of pharmaceutical companies in Anambra State, Nigeria. Specifically, the study determined the effect of Job description on task performance of pharmaceutical companies in Anambra State. Assessed the effect of Screening on contextual performance of pharmaceutical companies in Anambra State and investigate the effect of Assessing on adaptive performance of pharmaceutical companies in Anambra State. The study was anchored on Attraction Hiring-Attrition Theory. Descriptive research design was adopted. The population of the study comprise 2220 employees of the selected 14 pharmaceutical companies in Anambra state, Nigeria. The sample size for the study comprised 406 employees of the selected pharmaceutical companies in Anambra Sate which was adopted using Cochran formula. Regression Analysis was used in testing hypotheses. The study discovered that job description had a positive significant effect on task performance of pharmaceutical companies. (β =.636, t =16.431, $p<0.05$). Screening had a significant positive effect on contextual performance. (β = 751, t =22.613, $p=0.000<0.05$).Assessing had a significant positive effect on adaptive performance (β=.679, t =17.959, $p=0.000<0.05$). The study concluded that of organizational hiring had a positive significant effect on performance of pharmaceutical companies in Anambra State, Nigeria. The study recommended that management of pharmaceutical companies in Anambra State, Nigeria should put in place and implement Job description programs, strategize ways to identify, coach and prepare potential successor for futuristic succession planning of the businesses. Management of Pharmaceutical companies should formulate a policy to retain talented employees because they enhance organizational performance through inter-departmental co-ordination and hence enhance relationship with succession planning of the organization.
Keywords: Organizational Hiring Practices, Employee Performance, Pharmaceutical Companies, Anambra State, Nigeria

INTRODUCTION

Employee Performance is the achievement of targets of the tasks assigned to employees within particular period of time. The success of business depends on employees' performance. One of the most effective ways to increase business performance and profit is to increase the performance of employees, from the lowest levels of the organization to senior management (Aroosiya& Ali, 2019). Most of managerial level employees' focuss on monetary benefits, promotion, job satisfaction, and job design in order to enhancing the employee performance. (Ali & Rehman, 2023).

The success of every business is directly connected to the performance of those who work for that business. Underperformance can be as a result of workplace failures. Given that hiring the wrong people or failing to anticipate fluctuations in hiring needs can be costly, it is very important that conscious efforts are put into human resource planning (Huselid 2020). The efficiency and effectiveness of business depends largely on the human resources employed by an organization. Hiring practices encompass the strategies and procedures organizations use to identify, attract, assess, and onboard new employees. These practices can significantly impact the quality of hires, employee retention, and overall organizational success. Key aspects include job description development, candidate sourcing, screening, interviewing, assessment, offer negotiation, and onboarding (Schuster (2024)

People are individuals who bring their own views, values and attribute to organizational life, and when managed effectively, these human traits bring considerable benefits to organizations. The development of people, their competencies, and the process that involves development of the total organization are the main concerns of human resource management (Mullins, 2021). In Hiring practices, there has been little change in the types of methods used to recruit and select employees in their various organizations (Kelly, 2022). Hiring practices is the process through which firms make decisions about who they considered to join the organization. Hiring practices process varies from organization to organization, job to job, and country to country. Recent technological advances, globalization, social trends and changes within organizations have brought new challenges for employee hiring practices (Hax, 2021). The only means of achieving this success appears to be through proper recruitment and hiring practices. Hiring practices started with job applicants to interview, drafting good interview questions, and ultimately deciding which person to hire can be a daunting challenge. An effective and efficient hiring process is essential to your personal and business success. Companies must hire people who can put forth their companies on positive image while performing with accuracy and efficiency. Properly trained, conscientious employees are a company's most valuable assets

Work is more than the range of tasks and activities undertaken; it includes the physical, economic and social environment in which the activities take place (Hill, 2023). hirings task is to cream off the most appropriate applicants, turn them into candidates and persuade them that it is in their interests to join the organization, for, even in times of high unemployment. hiring is very much in two–way process, the candidate is assessing the organization, just as much as the organization is assessing him. The main objective of hiring, therefore, is to be able to make an acceptable offer to the candidate who appears, from the evidence obtained to be the most suitable for the job in question.

Statement of the Problem

The success and competitive edge of an organization can be traced to the quality of the employee which is brought into the firm through the hiring process. Hiring selecting and recruiting the wrong employees to handle jobs in organization can lead to the production of inferior products, loss of market share and collapse of the organization, while the recruitment of the right personnel can be of competitive edge to the organization. It is regrettable to note that most pharmaceutical companies in Anambra state, Nigeria do not select the right candidates to right job as a result of nepotism, corruption, religion, tribalism and godfatherism. Effect on organization when wrong people recruited affect companies' competitiveness, disciplinary problems, disputes, absenteeism, high labour turnover, fraud, low performance, low profitability, poor service delivery to customers, suppressed creativity, waste of organization resources, innovations and learning. All these hinder the realization of the organization goal. Hiring of workers across many pharmaceutical companies in Anambra state and the death of many newly introduced products are the evidences.

People are integral part of any organization. No organization can run without human resources. In today's highly complex and competitive environment, choice of right person at the right place has far reach implication for an organization' functioning. There are cases of political interference in the hiring which leads to employment of inexperienced personnel in the field which in turn results to too many deaths recorded. Many hiring at times has been influenced by ethnicity and "whom do you know syndrome" instead of experience.

The overall aim of hiring within the organization is to obtain the number and quality of employees that are required to satisfy the strategic objectives of the organization, at minimal cost. In current competitive business organization, managers are responsible with the functions of human resource management best practices which seek to approach employment issues to obtain competitive advantage, through highly committed skilled work force. Many managers who were empowered to implement hiring technique do not possessed adequate job orientation in this crucial area. Employee hiring should be given serious and a careful attention otherwise, it may lead to giving employment to those applicants who do not possess the required job qualifications and attribute considered adequate for effective job performance in order to achieve the established goal. The employees selected under aforementioned prerequisite often display recalcitrant and negative attitude towards work, as such perform poorly.

That many organizations do not consider persons fit, work and organizational fit could be as a result of what is called godfatherism or corruption. It could possibly be traceable to unclearly defined organizational goals or culture. The job designs are not properly stated so as to facilitate the achievement of the established goals. Job specification and job description are not well specified too. Furthermore, recruitment and hiring procedure may not be strictly followed.

Sometimes structured questions may be too ambiguous and some panelists may be biased in their judgment. The next action is to consider personnel who might not be worthy for the job. Owing to the nature of public service technique certain candidates were hired without much knowledge of their background such persons take advantage of access to the organization to commit crime. The subordinates or those who do not have the right skill will render inefficiencies and ineffective performance.

Thus, hiring should be given a careful attention, because the success of an employer is largely dependent on how effective and efficient his workers carry out their tasks. It is hard to over emphasize the value of effective hiring techniques. In today's competitive business organization, where team and network are relevant as added advantage for qualified employees. Therefore, this study investigates the effect of Organizational hiring practices and pharmaceutical companies in Anambra State

Review of Related Literature

Conceptual Review

Organizational Hiring

Hiring is a process of observing and screening the most suitable candidates for the available positions. This process can be carried out in various phases by the firm (Joshi, 2023). Hiring process is to pick up the right person from among provided candidates for the position. Gold, (2023) employee hiring is the process by which management use a given instruments to choose from a pool of prospective employee(s) most likely to succeed in the organization, given management goals and legal requirements. Dessler (2017) defines employee hiring as the process of matching people and jobs; the decision-making process in hiring is typically involves multiple interviews and interviewer ratings, and it may make use of performance tests and assessment centers.

Hiring could be considered as a decision-making process in an attempt to pick the right person who will be the best fit for a particular job vacancy (Newell &Shackleton, 2021). The traditional hiring approach used by firms suggests that hiring is a one-way decision-making process (Newell, 2022). Firms would attempt to identify and choose the best candidate who meets the personal specification and competence requirement of the position through a rational decision-making process. However, this approach ignores the fit between the firm and employee by ignoring the expectations of the employees who would like to work in the firm under certain conditions. On the contrary, using an exchange approach, the firm places emphasis on the fit between the firm and the individual during the hiring process. Hiring into organizations has as ancient history as organizations themselves, Chinese civil servant exams, established in AD605, may be the first documented of modern hiring tests,and have influenced subsequent examination systems. As a scientific and scholarly field ,personnel hiring Owes much psychometric theory and the art of integrating hiring systems falls to human resource professionals. Hiring process pulls together organizational goals, job designs and performance evaluations as well as recruitment and hiring.

It is a sequence of specific steps used to choose which recruits should be hired. The process begins when applicants apply for employment and ends with the hiring decision. The series of phases involved in hiring process are preliminary reception of applicants, employment test, hiring interview, reference and background checks, medical evaluation, supervisory interview, realistic job preview and hiring decision The hiring process is a series of steps through which applicants pass. Stewart et al. (2021), hiring is the process of choosing individuals who have relevant qualifications to fill existing or projected openings. The authors observed that those responsible for making hiring decisions should have adequate information on which to base their decisions. The purpose of hiring is to match people to work. Ultimately, the hiring decision must focus on performance related issues if it is to contribute to the organization's success. In the views of (Makamu, 2023), hiring involves choosing the best applicant to fill the vacant position.

Human resource hiring in the views of (Gueye, 2020), is the process of choosing qualified individuals who are available to fill positions in an organization. Hiring is a critical and important function of the management of business enterprises which requires special skill and expertise if a business organization is to remain competitive. Without the basic match of people and work, it will not be possible to gain a proper return on all the other investment in human resource programmes.

Job Description

Advertise the job, Post job openings on various platforms such as job boards or company websites. Internal recruitment can be used, employee referrals or recruitment agencies. One of the general principles of hiring procedures is to assign each step information objectives that can be best obtained by the methods of that particular step. Factual information should be obtained by means of an application blank (Syed 2019). We should not automatically assume that all information written on the blank by the applicant is correct. Sourcing is the first stage of the hiring process in any industry, the stage where the company begins actively looking for new candidates for a vacancy on its team. It represents the absolute beginning of the process of gathering data about potential applicants, including names, professional and academic qualifications, and professional titles. (Okelu 2021). As part of the sourcing process, HR professionals look for potential candidates to a position. These can be passive candidates (individuals who are not currently looking for a new job) and activate candidates, who are already looking to join a new company. Common locations where HR looks for candidates as part of the sourcing process include job websites, social media sites, unions, and more. (Anife 2022). There are a number of different types of sourcing companies that can utilize to find the right candidate for your team. Which method you use depends on the type of candidate you need and the industry you work in. Some examples of sourcing methods include: **Outsourcing:** You can hire an external company or candidate to perform the function you need as the benefits are quick delivery and oftentimes value for labor. **Insourcing:** This choice saves you time and money, and ensures you choose a candidate that knows your team well. It will also be simple to draw up a contract that meets the requirements of your organization. **Global sourcing**: The employment marketplace is more global and competitive than ever so consider recruiting where the talent is, especially for team remote work. Just be mindful of potential cultural differences. **Sub-contracting:** Companies working on larger projects often subcontract sections out to different companies. Just make sure you agree on an advantageous contract. A good solution for a number of factors. **Referrals:** Asking your colleagues or contacts to recommend someone for a vacant position is an efficient way to find a qualified candidate. A strong relationship will help the candidate integrate into the company well. **Old applications:** One can often find that individuals who were not suitable for previous applications may be perfect for a new one, so keep old applications for analysis. One team has different requirements from another after all. **References:** - The purpose of the reference check is to obtain information about past behaviour of applicants and to verify the accuracy of information given on the application blank. Cole (2022) ex pressed that most public sector organization take up references before short listed candidates are called for interview; while private sector organization tend to take them up after the candidate has been interviewed and a provisional offer of appointment made. The most common method of checking

was a combination of letters and telephone calls. Letters of reference carried by the applicant are of little value; one knows what is in them.

Employee Performance

Employee performance is the aftermath of both individual and united efforts of human elements in the work environment. Employee performance has been the primary issue for every organization, be it profit or non-profit organization. It has been crucial for managers to find out which determinant influence an organization's performance in order to take proper steps to imitate them. However, defining, conceptualizing and measuring performance have not been easy task. Researchers among themselves have different school of thought and definitions of performance, which remains a debatable issue among organizational researchers (Onikoyi, Awolusi and Boyede, 2022). Chetty (2021) sees performance as equivalent to the famous 3 E's (meaning economy, efficiency and effectiveness) of a certain project or venture. However, employee performance is the employee's wherewithal to accomplish required goals by using resources in an efficient and effective manner. Richardo and Wade (2019) defined employee performance as the wherewithal of the employee to accomplish goals and objectives. Employee performance has deteriorated from not only a definition complication, but also from a conceptual issue. The term performance is sometimes disordered with productivity. Productivity is a ratio outlining the volume of work finalized in a given amount of time. Performance is a broader benchmark that could include productivity as well as quality, consistency and other factors. Performance in organization is a multi-dimensional notion whose complexity makes it problematic to be defined from a simple stance. This is because performance is a multi-faceted organizational notion which cannot be calculated using a single measurement tool (Hendry, 2022).

In their opinion, Harold and Amit (2017) stated that performance is getting the job done and generate the result that is targeted at. Performance management is the structured means by which an organization incorporates its employees, as individuals and members of a group, in upgrading organizational usefulness in the attainment of organization mission and goals. Antwi and Owusu (2022) suggests that performance and success of any organization lean on its skilled employees and how systematic the organization can tap into that resource and make logical use of it. In the '50s, employee performance was defined as the degree to which organizations, viewed as a social structure, fulfilled their ambition through the employees according to Geogopoulos and Tamenbaum (1957) as quoted by Garvrea, Ilies and Stegerean (2017). Performance evaluation during this time was focused on work, people and organizational formation. Later in the '60s and 70s, organizations have begun to survey new ways to appraise their performance and so at this time, performance was interpreted as an organization's wherewithal to exploit its environment for obtaining and utilizing the insufficient resources. The years '80s and '90s were marked by the awareness that the recognition of organizational objectives is more complicated than earlier considered.

Employee performance is one of the most primary variables in the management research and arguably the primary criterion of the organizational evaluation (Gavrea et al., 2017). Although the theory of employee performance is prevalent common in the academic literature. Gavrea et al. (2017) noted that its definition is complex because of its many connotations and as such there is no globally accepted definition of this notion. Upadhaya, Munir and Blount (2023) point out that, though employee performance can be ascertained on the "wholeness" of goals achievement, it is important to focus on clear-cut areas including financial, product markets and shareholder returns which altogether can be summed to influence the by and large outcome in the organization. They submitted further that employee performance involves the actual output or results of an organization as evaluated against its calculated output or goals and objectives. Employee performance and its growth depend upon the skills and knowledge of the employees which are considered as the assets of the firm. The knowledge, development, abilities and skills are the facts of the process of job orientation and development. The performance of the organization according to Hassan (2023) refers to those orientations that have been assessed or measured as to their subscription to organizational goals. Organizations have an important role in our daily lives and therefore, successful organizations represent a key ingredient for developing nations. Thus, many economists consider

organizations and institutions similar to an engine in determining the economics, social and political progress. Uninterrupted performance is the focus of any organization because only through performance, organizations are able to thrive and advance. (ASbdel-Maksoud, Asada and Nakagawa, 2019). In order to diagnose the health of an organization, there is need for performance evaluation. According to Muhammad and Riaz (2023), evaluating performance in organizations is compulsory as it seeks to estimate the value that employees bring into the organization. In result-oriented evaluation, productivity measures were typically considered. Richardo and Wade (2019) posits that performance measure could include result-oriented behaviour (criterion-based) and relative (normative) measures, education and job orientation, concepts and instruments, including management development and leadership job orientation which were the necessary building skills and attitudes of performance management. Hence, from the above, the term 'performance' should be universally based on which include effectiveness, efficiency, economy, consistency behaviour and normative measures (Richardo and Wade, 2019).

Theoretical Framework

The study was anchored on Attraction hiring-Attrition Theory by Schneider, Goldstein, and Smith, in 1995

Attraction hiring-Attrition Theory by Schneider, Goldstein, and Smith, in 1995

Attraction - hiring - Attrition (ASA) theory which sheds light on the process followed by organizations to find, employ and maintain the right people with the right knowledge, abilities and skills in the right numbers and time. This theory was propounded by Schneider, Goldstein, and Smith, in 1995. The theory holds that an effective hiring systems process in firm should produce high personnel that fit the firm requirement and enhancing employee attachment to the firm. Also, employee awareness of rigorous employment and practice of due diligence during employment may enhance individual competence perceptions, and evidence shows that perceived personal competence has positive influence on performance (Edwards, 1994). This suggests that the process of recruitment can enhance employee commitment; hence the process of recruitment can be a veritable tool that enhances the employee commitment and productivity.

Schneider et al. (1995) opine that if a firm is able to find and employ the right people with the right knowledge, abilities and skills in the right numbers, the firm is immeasurably better placed to deal with the opportunities and threats arising from their operating environment than competitors who are always struggling to build and maintain their workforce. Edwards (1994) believe that the starting point of every successful firm is acquiring, retaining and developing resources which can be standards and it is applied to people as a resource. Vroom (1966) emphasizes that recruitment is a search for qualified people to apply for existing job position or newly created ones.

Relevance of the Theory to the Study

The relevance of the Attraction- hiring- Attrition theory to this work stems from the fact that the issue under investigation borders on recruitment and hiring techniques in enhancing performance in an organization. Attraction- hiring- Attrition theory as packed by Schneider et. al 1995 is on recruitment and hiring and a key point of the theory is that, it formed a process for organizations to find, employ and maintain the right people with the right knowledge, abilities and skills in the right numbers and time and also perceived personal competence of job applicant enhances performance in an organization. hiring is relevant to attribution theory because, throughout the course of the process, assessors will unavoidably learn details on candidates' prior work performance. The candidates might be given the chance to clarify their previous actions, in which case they will likely make claims about what they believe led to the performance. According to research by Sylvester, Anderson-Gough, Anderson, and Mohamed in 2022, interviewers form a more positive opinion of applicants who give internal-controllable attributions in response to questions concerning past unpleasant experiences (Chukwu & Igwe, 2022). Interviewers formed more negative opinions of the candidates when attributions were made that implied either internal or external uncontrollable reasons.

Empirical Review

Akpobolokami, (2023) examined the relationship between hiring and and organizational agility of multinational oil and gas companies in Nigeria. The study adopted the cross-sectional research survey design. Primary data was generated through structured questionnaire. The population of this study was the five (5) International (Multinational) Oil and Gas producing companies in Nigeria registered with the Department of Petroleum Resources. A census sampling was adopted hence, the entire five (5) International (Multinational) Oil and Gas producing companies in Nigeria were studied. However, for the purposes of data collection, 50 managers were used as respondents. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Statistics while the partial correlation was used to test the moderating influence of green work perceptions. The tests were carried out at a 0.05 significance level. Findings revealed that there is a significant relationship hiring and organizational agility of multinational oil and gas companies in Nigeria. Therefore, this study concludes that the adoption of hiring positively enhances organizational agility of multinational oil and gas companies in Nigeria through flexibility, adaptive capacity and sensitivity.

Oke-Oghene,AmahandOlori, (2023) examined the relationship between hiring and hiring and employee creativity in hospitality firms in South-South Nigeria. The cross-sectional survey was adopted, and a total population of one thousand and eighty-six hotel employees from nineteen luxury hotels in South-South Nigeria was covered. Using the authority of Krejcie and Morgan's (1970) sample size determination table, a sample size of two hundred and eighty-five hotel employees was drawn from the population. Purposive sampling was utilised in the study. However, only two hundred and forty-three copies of the questionnaire via Google Forms and an online survey were filled out correctly and were valid. Structural Equation Modelling (SEM) in SPSS-AMOS version 23.0 was used to analyse the nature of the relationship known as path relationships between the bivariate variables. The results of the bivariate analysis revealed that and hiring had a significant positive relationship with measures of employee creativity. It was concluded that hiring relate significantly to employee creativity.

Kadek (2023) examined the influence of Recruitment and hiring on enhancing employee performance at Six Senses Uluwatu, Bali. The aim of this research is to find out how the implementation of GRS and its impact on enhancing employee performance. The data collection methods used in this study are observations, questionnaire, interviews, and literature review. The sample for this research consists of 154 respondents, selected using the stratified random sampling method. The data analysis technique employed is quantitative analysis using simple linear regression, followed by further analysis using descriptive statistical analysis. The results of this study indicate that Six Senses Uluwatu, Bali has implemented Recruitment and hiring and hiring (GRS) implicitly. Based on the analysis of the simple linear regression equation used, the correlation coefficient (R) is found to be 0,596. The coefficient of determination (R Square) is 0,356, which means that the influence of the independent variable, Recruitment and hiring and hiring (GRS), on the dependent variable, employee performance, is 35,6%, while the remaining 64,4% is influenced by other variables. The following equation can be derived from the simple linear regression model: it is known that the constant value (a) is 18,753, indicating that in the absence of Recruitment and hiring and hiring (GRS), the value of employee performance is 18,753 units. The regression coefficient of X1 is 0,753, indicating that for every 1 unit increase in GRS, the value of employee performance will increase by 0,753 units.

Gberevbie, Adeniji, Oyewunmi, Onayemi, Ajalie and Omotola (2022). Assessed how employees' recruitment and hiring in tackling and reducing carbon emissions in the workplace. A quantitative research design was employed using survey primary data. Primary data collected from certified Five Star hotels in Lagos State, Nigeria and analyzed by Structural equation modeling and Partial least square. The research findings established a significant direct and strong relationship between recruitment and hiring and employees' pro-environmental behavior within the ten five-star hotels in Lagos State, Nigeria. This study adhered recommendations and directions for future research within the available limitations. The findings from this study will be useful for the hospitality industry for Nigeria and in a different

geographical area. Don- Baridam and Diri (2021) evaluated the relationship between recruitment and hiring and corporate performance in oil and gas producing companies in Rivers Sate. The study adopts a cross-sectional survey design while its theoretical framework was built on the institutional theory. The population of the study comprises of 150 top management staff was obtained from ten oil and gas producing companies in Rivers State and a sample size of 108 was drawn using Krejcie and Morgan (1970) table. Data were elicited through questionnaire administration. The Cronbach alpha reliability was used in assessing the reliability of the instrument adapted in the study. Also, the Spearman Rank Order Correlation Coefficient technique was used to assess the relationship between studied variables and to test the stated hypothesis with the use of statistical package for social science (SPSS Version 22) Software. The study findings revealed that there is a positive significant relationship between recruitment and hiring/hiring and corporate performance. Based on the findings and conclusions, the study recommends that: The management and general managers of oil and gas producing companies should consider recruitment and hiring/hiring in order to aid an environmentally harm-free exercise in the conduct of its recruitment/hiring practices and also target applicants who are sufficiently aware of greening knowledge, skills and behavior that conform to environmental management.

Mamatha (2022) studied the effect of recruitment and hiring and corporate performance practices (overall) on the organization's performance and to identify the ways in which the organizations can improve their performance. The environmental dimension is the first step towards performance because it is easy to implement some initiatives such as recycling, using energy efficiently and reducing waste etc. Implementation of recruitment and hiring and corporate performance practices may be due to the increase in ecological awareness among the employees in the organization, which translates into the performance in organization, recruitment and hiring practices reduce cost, improved customer relations, acceptance by local authorities and communities and also increased employee satisfaction, loyalty and motivation.

Greeshma (2022) examined hiring practices and it implemented in Indian organizations. The main purpose of this study is to examine how far hiring practices have been implemented in Indian organizations and to find out the barriers affecting the implementation of hiring. This study is carried out based on the secondary data which is garnered from different sources to make it more meaningful. This paper explains what hiring is all about and why it is needed in Indian Organizations? It also focuses on the challenges that Indian Organizations have been facing in the implementation of various hiring practices and also outlines some possible solutions to overcome those challenges. The outcome of this study is expected to help the Indian organizations to transform into sustainable ones.

Sylvia R. Atoko (2023) The objective of this study was to establish the effect of hiring practices on organizational effectiveness and efficiency in Africa. The findings revealed a strong relationship between hiring practices and organizational effectiveness and efficiency. The study concluded that implementation of hiring practices by organizations contributes to benefits such as improvement of the public image of an organization, competitive advantage, a loyal and committed staff, high performance, more awareness on environmental protection and an organizational ability to adhere to the laws on environmental protection.

Naga Bharani (2023) studies the leading selection practices of Indian Corporate in the current times. Being green should be an organization's moral and ethical responsibility towards the country. Apart from the production & operations, mundane areas like accounting, HRM also has a vast scope of becoming eco-friendlier and green. Therefore, this paper also attempts to discuss the ethical aspect of being green in delivering HR functions. It reflects good corporate citizenship. Many companies agree on green management. In India firms like Wipro, TCS, ACG Associated capsules Pvt. Ltd. and NTT data business solutions adopt selection which helps in environmental performance. The study focuses on the implementation of selection ideas in Indian business organizations.

Kiran Reddy (2023) studied on implementation of onboarding in the manufacturing industries in Kolar District In today's scenario, environmental concern is depleting by the day, and while the entire organization is focused on monetary benefits, non-monetary benefits are being neglected. This has a direct impact on many organizations. As a result, a number of environmental issues arise, with dreadful consequences for the environment. To address this hiring practices are implemented in organizations and

how they contribute to the preservation of a sustainable environment in the industries in kolar district. This paper also focuses on the organization's current selection trend.

Sylvia and Atoko (2023) established the effect of screening on organizational effectiveness and efficiency in Africa. The findings revealed a strong relationship between hiring practices and organizational effectiveness and efficiency. The study concluded that implementation of hiring practices by organizations contributes to benefits such as improvement of the public image of an organization, competitive advantage, a loyal and committed staff, high performance, more awareness on environmental protection and an organizational ability to adhere to the laws on environmental protection.

Greeshma (2022) examined how far sourcing have been implemented in Indian organizations and to find out the barriers affecting the implementation of hiring. This study is carried out based on the secondary data which is garnered from different sources to make it more meaningful. This paper explains what Green HRM is all about and why it is needed in Indian Organizations? It also focuses on the challenges that Indian Organizations have been facing in the implementation of various hiring practices and also outlines some possible solutions to overcome those challenges. The outcome of this study is expected to help the Indian organizations to transform into sustainable ones.

Genty and Olanipekun (2022) conducted a study that examined the effect of recruitment and hiring and hiring practices on organizational performance among selected manufacturing industries in Ogun State, Nigeria. The study adopted a descriptive design in which questionnaires were administered for data collection. The population of the study was three hundred and seventy one (371) employees from 3 selected manufacturing industries namely Intercontinental Distillers Limited, Shonghai Packaging and Purechem Manufacturing Ltd. Respectively. The hypotheses for the study were tested with regression and correlation analysis. Findings indicated that recruitment and hiring and hiring practices significantly affect organizational performance. The study concluded that since recruitment and hiring and hiring practices significantly affects organizational performance, then manufacturing industries must uphold and incorporate these practices into their corporate agenda to promoting their performance. This study was conducted among selected manufacturing industries in Ogun State, Nigeria, while the current study focused on multinational oil and gas companies in Nigeria thus indicating a contextual gap.

Gaps in Literature

A review of the empirical literature presents mixed findings on the impact or how much of the variance in performance could be causally linked to Organizational hiring. This has been attributed to various reasons such as the different methodologies used, conceptualization on the variables under the study .and more importantly, contextual factors. Additionally, performance differentials in the empirical literature could be as a result of the influence of the external environment on the causal relationship between hiring and performance.

From empirical findings, the researcher believed that there have been studies on hiring process and organizational performance in other parts of Nigeria and the world, but no one to the best of my knowledge was carried out using pharmaceutical companies in Anambra state Nigeria; again, the indiscriminate use of the statistical techniques was another challenge from the past literatures. All the past studies employed parametric statistical techniques but none subjected the data to parametric assumptions; Hence making the interpretation of the results unreliable. This lacuna prompted this study in order to fill the gap.

Empirical findings on the effect of organizational hiring and performance are equivocal. This lack of consistency could be due to differences in the definitions of the constructs, the role played by hiring and the mediating influence of organizational on performance. In addition, since performance is a multidimensional construct, how it's conceptualized and measured makes it difficult for scholars to agree on the casual link between hiring and performance.

Accordingly, various studies reviewed have not explicitly tested the joint relationship between hiring and organizational performance. In a bid to address the knowledge gap, this study argues that the influence of hiring on performance could be limited due to the moderating influence of the external environment and the mediating role of organization change. Table 1 presents a summary of different studies and the gaps

which inform the emerging propositions. The knowledge gaps need to be addressed by way of empirical research.

Several propositions have emerged from the reviewed literature. Many scholars who subscribe to the leadership school argue that the influence of hiring on performance is substantial (ftambrick& Quigley, 2024). However, others who endorse the constraint school argue that such an influence is limited by contextual factors (Knies et al., 2021). Thus., the question of whether hiring influences performance is yet to be resolved given the findings as evidenced, by the recent scholarly debate (Quigley &Graffm, 2017; Fitza, 2024; 2017), However, most contemporary studies using improved methodologies have generally found a positive relationship between hiring and performance.

METHODOLOGY

Research Design

Descriptive research design was adopted in this study. The study was carried out in Anambra State, Nigeria. The study employed Simple Regression Analysis method to determine the effect of hiring practices on employee performance of pharmaceutical companies in Anambra, state, Nigeria.

Data Analysis

Test of Hypotheses

Hypothesis One

Ho: Job description has no significant effect on task performance of pharmaceutical firms in Anambra State, Nigeria

Ho_1: Job description has a significant effect on task performance of pharmaceutical firms in Anambra State, Nigeria

Table 1: Regression analysis showing the effect of Job description on organizational performance

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta (β)		
Task performance	34.044	2.662		12.786	.000
Job description	2.752	.168	.636	16.431	.000

Multiple R=0.636, Multiple R^2=0.404, Adjusted R^2=0.403, $F_{1.398}$=269.971

***p<0.05**

Table 1 revealed that job description has a significant effect on task performance of pharmaceutical in Anambra state, Nigeria. (β =.636, t =16.431, p<0.05).The null hypothesis is rejected. The table indicates a significant multiple correlation between the predictor variable (Job description) and task performance of pharmaceutical Firms in Anambra state, (r = 0.636, p<0.05). The value of the coefficient of determination (R^2= 0.404) indicates that job description accounted for about 40.4% (R^2 x 100) of the observed variance in task performance of pharmaceutical firms, while the remaining 59.6% unexplained variance is largely due to other variables that can account for task performance. The calculated F-ratio (269.971) is statistically significant at 0.05 level of significance. This implies that the predictor variable provides a significant explanation for the variation in task performance of pharmaceutical firms in Anambra State, Nigeria.

Hypothesis Two

Ho: Screening has no significant effect on the contextual performance of pharmaceutical firms in Anambra state, Nigeria

Ho_1: Screening has no significant effect on the contextual performance of pharmaceutical firms in Anambra state, Nigeria.

Table .2: Regression analysis showing the effect of Screening on contextual performance

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta (β)		
Contextual performance	36.496	1.834		19.901	.000
Screening	2.696	.119	.751	22.613	.000

Multiple R=0.751, Multiple R^2=0.562, Adjusted R^2=0.561, $F_{1.398}$=511.350

*p<0.05

Table .2 revealed that screening has significant and positive effect oncontextual performance of pharmaceutical firms in Anambra State. (β = 751, t =22.613, p<0.05).The null hypothesis is rejected. The table indicates a significant multiple correlation between the predictor variable screening and contextual performance of pharmaceutical companies in Anambra State (r = 0.750, p<0.05). The value of the coefficient of determination (R^2= 0.562) indicates that screening accounted for about 56.2% (R^2 x 100) of the observed variance in contextual performance of pharmaceutical companies in Anambra State while the remaining 43.8% unexplained variance is largely due to other variables outside the regression model which are otherwise included in the stochastic error term. The calculated F-ratio (511.350) is statistically significant at 0.05 level of significance. This implies that the predictor variable provides a significant explanation for the variation on contextual performance of pharmaceutical companies in Anambra State.

Hypothesis Three

Ho: Assessing has no significant effect on the adaptive performance of pharmaceutical firms in Anambra State, Nigeria

Ho_1: Assessing has a significant effect on adaptive performance of pharmaceutical companies in Anambra State.

Table 3: Regression analysis showing the effect of Assessing on adaptive performance

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta (β)		
Adaptive performance	31.386	2.585		12.143	.000
Assessing	2.908	.162	.679	17.959	.000

Multiple R=0.679, Multiple R^2=0.448, Adjusted R^2=0.446, $F_{1.398}$=322.540

*p<0.05

Table 3 showed that assessing has a significant effect on adaptive performance of pharmaceutical companies in Anambra state, Nigeria. (β=.679, t =17.959, p<0.05).The null hypothesis is rejected. The table reveals that there is significant multiple correlation between the predictor variable (assessing and adaptive performance of pharmaceutical Firms in Anambra state, Nigeria (r = 0.679, p<0.05). The value of the coefficient of determination (R^2= 0.448) indicates that assessing accounted for about 44.8% (R^2 x 100) of the observed variance effect on adaptive performance of pharmaceutical firms in Anambra state, Nigeria while the remaining 55.2% unexplained variance is largely due to other variables outside the regression model which are otherwise included in the stochastic error term. The calculated F-ratio (322.540) is statistically significant at 0.05 level of significance. This implies that the predictor variable

provides a significant explanation for the variation effect on adaptive performance of pharmaceutical firms in Anambra state, Nigeria.

DISCUSSION OF FINDINGS

Job description and Task Performance

The study revealed that job description had a positive significant positive effect on task performance of pharmaceutical firms in Anambra state, Nigeria. This finding agrees with Swayne, Duncan, & Ginter, 2016 Olusanya, Olumuyiwa, Adelaja, & Chukwuemeka, 2022, Grant 2023 and Allison & Kaye, 2021 that indicated that job description a positive significant effect on task performance andjob performance is based on the idea that organizations guide and develop their employee by making rational decisions. Hough & White, 2023 and Rudd, Greenley, Beatson, & Lings, 2018 agree with the findings that job description enhance organizational performance. Elbanna (2022) result also tallies with result that proves that job description positively affect task performance. Alsa, 2017, Robinson and Pearce 2023) found a significant relationship between Job description and task performance.

Screening and Contextual performance

The study revealed that Screening has a significant and positive effect on contextual performance of pharmaceutical firms in Anambra state, Nigeria. This agrees with the findings of Boateng, Ganu and Amponsah (2021) found that there is a significant relationship between screening and contextual performance. It also agrees with the findings of Kraus, Rainer and Schwarz (2018) whose study revealed that the degree of screening has a positive and highly significant, impact on contextual performance.

This result is in line with that Askarany and Yazdifar, (2022), Lawal, Elizabeth, and Oludayo, (2022) and Fiberesima and Abdul Rani (2023), whose findings showed that screening affect contextual performance. The findings also showed that the adoption of screening strategies is equally important to pharmaceutical Firms under study, manufacturing and non-manufacturing organizations using screening before hiring.

Assessing and Adaptive performance

The study further revealed that assessing has a significant effect on adaptive performance of pharmaceutical firms in Anambra state, Nigeria. Respondents' opinion on the effect of assessing on adaptive performance in pharmaceutical firms in Anambra state, Nigeria showed that 82.2% of the result agreed that assessing had significant effect on adaptive performance in Pharmaceutical Firms. While very few of about 5.8% of respondents are on opposing side and 11.9% were neutral. This result agreed with that of Akinyele and Fasogbon (2020) which state assessing enhances better adaptive performance. Also, the result is in line with Yunus, Waidi and Hamed (2020)

CONCLUSION

This work examined the effect of Organizational hiring on performance of pharmaceutical companies in Anambra state, Nigeria. Data were sourced on job description, Screening, assessing, recruitment and on boarding against performance of pharmaceutical companies in Anambra state. The study found that Job description had a positive significant effect on performance, Screening had a positive significant effect on contextual performance; assessing had a positive significant effect on adaptive performance; recruitment had a positive significant effect on operational performance. Therefore, the study concluded that organizational hiring had a positive significant effect on performance of pharmaceutical companies in Anambra State, Nigeria.

RECOMMENDATIONS

Amongst the recommendations is that management of Pharmaceutical companies in Anambra State, Nigeria should put in place and implement Job description programs, strategize ways to identify, coach and prepare potential successor for futuristic succession planning of the businesses. Management of Pharmaceutical companies in Anambra State, Nigeria should formulate a policy to retain talented employees because they enhance organizational performance through inter-departmental co-ordination and hence enhance relationship with succession planning of the organization and management of

Pharmaceutical companies in Anambra State, Nigeria should develop a proper system that emphasize more on employee training and development, support from management; and simultaneously work on improving regulations and working environments in other to enhance organizational performance

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